



The Eagle

Volume 7, Number 1

Published in the interest of the U.S. Army Space and Missile Defense Command

Jan. & Feb. 2000

Army activates 1st Space Battalion



Lt. Col. Tim Coffin (see story on page 5)

National Missile Defense conducts intercept test

The Ballistic Missile Defense Organization's National Missile Defense Joint Program Office announced it performed a test Jan. 18 involving a planned intercept of a ballistic missile target, over the central Pacific Ocean. An intercept was not achieved. A modified Minuteman intercontinental ballistic missile, with a target vehicle provided by the Space and Missile Defense Command, was launched from Vandenberg AFB, Calif. at 6:19 p.m., PST, and a prototype intercepter was launched approximately 20 minutes later and about 4,300 miles away from the U.S. Army Kwajalein Atoll in the Republic of the Marshall Islands.

This a joint program involving the U.S. Army, U.S. Air Force and the U.S. Navy.

Government and industry program officials will conduct an extensive review of the test results to determine the reason(s) for not achieving an intercept and any other test objectives that were or were not met. It could be several weeks until the review is completed.

21 highly effective people teach "7 Habits" to others

by Barbara Rogers and
Barry Anderson
Huntsville, Ala.

Signups for "7 Habits of Highly Effective People" workshops are now being offered, and there are 21 soldiers and employees across the command ready to share what they have learned as workshop instructors.

Train-the-trainer workshops began last July, when the Franklin Covey Corporation trained 21 facilitators from various positions and locations throughout the command. Participants received their planners and began the process of learning the 7 Habits. In August, the facilitators took the 4 Roles of Leadership workshop, also a Franklin Covey offering, but these workshops will not be offered to all personnel until later this year.

After in-depth classes to prepare them for teaching the 7 Habits workshops, the facilitators' training culminated last November, with everyone receiving a golden egg from Lt. Gen. John Costello, commanding general. The golden egg is a symbol in the 7 Habits literature that represents the product of work performed.

The 7 Habits instructors include Army civilians and active duty soldiers. There are 15 facilitators from ARSPACE; nine active duty, eight of which are assigned to 1st Satellite Control Battalion positions throughout the world. The Space and Missile Defense Technical Center has three trained facilitators. The Battle Lab West has one; and two facilitators are from the Deputy Chief of Staff organizations. Our 21 facilitators include:

Max Delgado – ARSPACE Operations. He has been in his current position for five years, and "plans to stay in the organization for a long time, or until a better job offer comes along."

William McQueen, Jr. – ARSPACE property book officer. He has been employed at ARSPACE for eight years, and "plans to stay with the command for the foreseeable future."

Melba Oliver – An intelligence analyst at ARSPACE. She has been in her current position for one year, and "plans to stay with the command for five-plus years."

Master Sgt. Michael David – Senior personnel sergeant with ARSPACE. He has less than a year in his current position, but expects to be with the command for another three years.

Stewart Stout – Research analyst with ARSPACE. He has been in his current position for almost four years and expects to stay another five.

Jack Tomkovich – Research analyst with the Battle Lab-West. He has been in his current position for two years.

Staff Sgt. Byron Kirklin – Assigned to 1st Satellite Control Battalion. He has been in his current position for one year and plans to stay with the command another two-plus years.

Spc. Nichole Dechert – Assigned to "B" Company, 1st SATCON Battalion as a satellite network controller. She has been in her current position for less than a year. She also serves as a *Consideration of Others* facilitator. She plans to stay with the command for two more years, "or longer if allowed."

Sgt. Robert O'Cull – Assigned to "A" Company 1st SATCON Battalion, as a satellite network controller. He has been in his current position for almost two years, and plans to retire from the Army.

(See Habits, page 3)

As the new millennium arrives SMDC is another step closer to implementing APIC

Our Strategic Goals

Goal 1

Deliver World-Class
Space Support to the
Warfighter and National
Space Interests

Goal 2

Protect the Nation with a
credible National Missile
Defense System

Goal 3

Provide the World's Fore-
most Integrated Theater
Missile Defense System to
Protect the Warfighter &
other National Interests

Goal 4

Enhance Workforce
Excellence to Ensure
Continued U.S. Leadership
in Space and Missile
Defense



100 years ago... soldiers of the 17th Infantry, circa 1899-1900. (War Department photo by B.W. Kilburn, courtesy of the National Archives and Records Administration.)

1899 to 1999 — Documenting the American Century

American Forces Press Service

WASHINGTON — Comparing America in 1899 to the country in 1999 may not have much validity, but it is fun. And it shows how far the country has come in 100 years.

Here are some facts about the United States and its military, then and now.

The United States had 46 states in 1899. It has 50 today.

Today, the United States has a population of 272.5 million people. In 1900, the population was 76.2 million.

The largest cities in the United States in 1899 were New York, with 3.4 million people; Chicago, with 1.6 million; Philadelphia, with 1.2 million; St. Louis, with 575,000; and Boston, with 560,000.

Today, the largest cities are New York, with 7.3 million people; Los Angeles with 3.4 million; Chicago with 2.7 million; Houston with 1.6 million; and Philadelphia with 1.5 million.

In 1899, Los Angeles was the 36th largest city in the United

States with a population of 102,000. Houston didn't even crack the top 100 largest cities. In 1999, Boston — once the fifth largest city — ranks 20th, and St. Louis —once the fourth largest — ranks 34th.

In 1899, the U.S. Army had 300,000 soldiers. In 1999, there were 469,899. In 1899, there were 16,354 sailors. In 1999, there were 366,427. In 1899, there were 3,142 Marines. Today there are 171,046. There was no Air Force in 1899, because no one had yet flown. Today, the service has 362,546 airmen.

A typical light infantry company today (about 300 soldiers) has the firepower of an infantry brigade of 1899 (about 5,000). This does not take into account mortars, anti-tank rockets or hand grenades that today's soldiers have.

The typical cavalry brigade of 1899 rode horses and fired Krag-Jorgenson bolt-action rifles. Today's cavalry trooper rides to battle in a Bradley fighting vehicle, M-1A1 Abrams tank or Apache helicopter.

Typical 1899 artillery rounds could travel about 3.2 miles, but were accurate at only half that range. A Multiple Launch Rocket System

artillery piece can fire up to 130 miles with fine accuracy.

The Navy's ability to strike targets on land was limited to the range of a 13.5-inch shell fired from the main guns of battleships. Today, with aerial refueling and Tomahawk cruise missiles, the Navy's reach inland can be thousands of miles.

In 1899, the military was segregated. In 1999, the military is one of the most integrated institutions in the country.

In 1899, two-cent first-class mail reached \$19-a-month privates and seamen slowly. In 1999, stamps are 33 cents, but E-2s make \$1,075 a month and e-mail can reach them nearly anywhere in the world almost instantly.

In 1899, the Army-Navy football rivalry restarted. The entire Corps of Cadets — some 300 of them — received permission to travel to Philadelphia to watch Army beat a highly favored Navy team, 17-5. In 1999, the Corps of Cadets — now numbering 4,000 — traveled to Philly to see the Black Knights of the Hudson lose, 19-9.

I resign

I am hereby officially tendering my resignation as an adult. I have decided I would like to accept the responsibilities of an eight-year-old.

I want to go to McDonald's and think that it's a four star restaurant.

I want to sail sticks across a fresh mud puddle and make a sidewalk with rocks.

I want to think M&Ms are better than money because you can eat them.

I want to lie under a big oak tree and run a lemonade stand with my friends on a hot summer's day.

I want to return to a time when life was simple. When all you knew were colors, multiplication tables, and nursery rhymes, but that didn't bother you, because you didn't know what you didn't know and you didn't care.

All you knew was to be happy because you were blissfully unaware of all the things that should make you worried or upset.

I want to think the world is fair.

That everyone is honest and good.

I want to believe that anything is possible.

I want to be oblivious to the complexities of life and be overly excited by the little things again.

I want to live simple again.

I don't want my day to consist of computer crashes, mountains of paperwork, depressing news, how to survive more days in the month than there is money in the bank, doctor bills, gossip, illness, and loss of loved ones.

I want to believe in the power of smiles, hugs, a kind word, truth, justice, peace, dreams, the imagination, mankind, and making angels in the snow.

So . . . here's my checkbook and my car-keys, my credit card bills and my 401K statements. I am officially resigning from adulthood. And if you want to discuss this further, you'll have to catch me first.

(Editor's Note: The author was kind enough to share this on the Internet, but apparently not committed to the idea enough to give his or her name! Still, it is pleasant reading.)

The Eagle ...

is an unofficial publication authorized under the provisions of Army Regulation 360-81. It is published by the U.S. Army Space and Missile Defense Command. Views and opinions expressed are not necessarily those of SMDC, Department of Defense, or Department of Army. Reader input is solicited and welcomed; however, no payment will be made for such contributions. Please direct letters and comments to:

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■ 21 highly effective people

Habits

Continued from page 1

Sgt. Michael Arenas – Assigned to “D” Company 1st SATCON Battalion, as a satellite network controller. He has been in his current position for almost two years and plans to be in the command for another two years.

Sgt. Jose Angulo – Assigned to “C” Company, 1st SATCON Battalion. He has been in his current position for less than a year and plans on leaving the command in 2002.

Sgt. Brent Smith – Assigned to “C” Company, 1st SATCON Battalion as a training NCO. He has been in his current position for less than a year, and plans on leaving the command in 2003.

Sgt. Matthew Martin – Assigned to “D” Company 1st SATCON Battalion, as a satellite network controller. He has been in current position for more than a year and plans on staying with the command for another four years.

Bryan Sasaki – Assigned with ARSPACE as a contract specialist. He has been with the command for almost two year, and “plans on staying with the command until for another five to ten years.”

Barbara Rogers – A general engineer with the Sensors Directorate of the command’s Space and Missile Defense Technical Center. He has been in a new position for a year, but has 19 years of government experience. She plans to stay with the command until retirement.

LaJeannia Lacey – Records and directives manager with the Information Management Office in Huntsville, Ala. She has been in her current position nine years and plans to stay with the command until retirement.



(Photo by LuAnne Fantasia)

These 21 highly effective instructors are ready to start teaching the rest of us the “7 Habits of Highly Effective People”. Sign up now for two-day workshops beginning in February, and continuing throughout the year.

Heather Dillard – Budget analyst with ARSPACE. She has been in her current position for five years and plans to stay with the command “a long time.”

Staff Sgt. Wayne Petree – Assistant Executive Officer at ARSPACE headquarters. He has been in his current position for almost three years and plans to stay with the command for another four.

Barry Anderson – Management and program analyst in the Strategic Planning and Analysis Directorate, Huntsville, Ala. He has been in his current position for

more than a year and plans to stay with the command for “a long time.”

Pamela Knight – Division chief for the Measurements and Signature Information Division of the Sensors Directorate. She has been in the Sensors Directorate for approximately eight years.

Debbie Mitchell – Technical support assistant in the Sensors Directorate. She started working for the government in 1988 and plans to work for the government until her daughter graduates from college.

African Americans make history in the Army Reserve

By Lt. Col. Randy Pullen
Special to the American Forces Press Service

WASHINGTON — African Americans in the Army Reserve have made and continue to make more history than can be confined to Black History Month in February.

The month does make for a suitable occasion, however, to take note of some of the things that African Americans have accomplished in the history of the Army Reserve. The following article is hardly exhaustive, but just a sample of the contributions these citizen-soldiers have made to the Army Reserve, the Army and the nation.

Black Americans have been part of the Army Reserve since World War I. In 1917, history notes, 639 “colored” reserve officers (as the segregated Army then designated them) were commissioned from the Officers’ Training Camp at Fort Des Moines, Iowa.

During the Great Depression, black members of the Officers Reserve Corps served in Civilian Conservation Corps camps.

As they did in World War I, African American reservists served in World War II in segregated units. Segregation ended in 1948 through an executive order signed by President Truman. In reality, integration took time.

Black reservists called up for combat duty when the Korean War broke out and they found themselves in all-black units such as the 24th Infantry Regiment.

The 1954 “Project Clear” study came to the same conclusion that the Army learned by combat experience in Korea: Integration would enhance effectiveness. That same year, the last all-black unit was disbanded.

African Americans today are full and integral parts of the Army Reserve team. Blacks make up 25.4 percent of the Army Reserve today – more than 52,000 African-Americans serve in the Selected Reserve. Just as the Army cannot do its mission without the Army Reserve, then, the Army Reserve cannot do its mission without its black citizen-soldiers.

At present, nine black Army Reserve general officers or promotable colonels serve on active duty; three more are in the Standby Inactive Reserve. They serve as commanders or deputy commanders of major Army Reserve commands or as senior staff officers at Army-level organizations.

The Army Reserve’s first black general officer was John Q.T. King, a World War II veteran who became a brigadier general on Feb. 8, 1974.

In December 1999, Col. Bernard Taylor Jr., an African American, became the Army Reserve deputy chief for the Individual Mobilization Augmentee program.

Command Sgt. Maj. Collin L. Younger, an African American, is the fifth senior enlisted advisor to the assistant secretary of defense for reserve affairs. Previously, he had been simultaneously the command sergeant major of the Army Reserve and the first command sergeant major of the U.S. Army Reserve Command in Atlanta. Prior to his current duty, he was in-

stallation command sergeant major at Fort Dix, N.J.

Another notable noncommissioned officer is Command Sgt. Maj. Sheila Williams, commandant of the NCO Academy at Fort Lewis, Wash. She’s the first black woman to attain the rank of command sergeant major on Active Guard/Reserve status.

Black reservists make names for themselves outside their military duties, too. In 1996, 1st Lt. Ruthie Bolton became the first Army reservist to make the U.S. Olympic women’s basketball team.

Another black Olympian is 2nd Lt. Garrett T. Hines, a member of the U.S. bobsled team at the 1998 Winter Olympics in Nagano, Japan, and 1998 Army Male Athlete of the Year.

Wherever the Army Reserve is today, from the Balkans to Central America, from an Army reserve center in New York to an exercise at Fort Irwin, Calif., black reservists make their presence felt. In the final analysis, when foes and friends look at someone in a battle dress uniform, hospital whites, flight suit or dress greens, they don’t see a black reservist or woman reservist or even an Army reservist. No, what they see are American soldiers — who will do what America asks, no matter their color, sex or how many days of the week they wear a uniform.

And when these soldiers do that, they make more history.

(Lt. Col. Randy Pullen is assigned to the Public Affairs and Liaison Directorate of the Office of the Chief, Army Reserve, in the Pentagon.)

Questions Answered SADBU

by John Ralls
Huntsville, Ala.

Last month's article discussed Small and Disadvantaged Business Utilization, and that the term is often used interchangeably to mean small business specialists, SADBU offices, or programs. This month, we'll look at the largest SADBU program—the Small Business Set-Aside.

Basic questions:

- * What is a small business and how does a firm qualify as one?
- * What is a small business set-aside?
- * Can a firm be both a large and a small business?
- * How does the government decide a procurement should be set aside for small businesses?

The 1953 Small Business Act defines a small business as independently owned and operated, and which is not dominant in its field of operation. Most of us know that independence means *not owned or controlled by another*, and the act itself established what dominance meant through the creation of a series of goods and services descriptions called Standard Industrial Classification, or SIC, Codes.

There are hundreds of SIC Codes and they cover everything from soybeans to space vehicles. All SIC Codes are found in the Standard Industrial Classification Manual compiled by the Office of Management and Budget.

Next year, as a result of the North American Free Trade Agreement, or NAFTA, these codes will be replaced by the North American Industry Classification System Codes that will govern all of Canada, Mexico and the United States.

Each SIC Code has its own size standard (or limitation) established by the Small Business Administration. Size standards come in one of two flavors — either total number of employees or three-year average gross revenues.

All size standards are found in paragraph 19.102 of the Federal Acquisition Regulation.

The way a firm finds out if it qualifies as a small business is to review the SIC Code/Size Standard for its product or service.

For example, to qualify as a small business for soybeans (SIC Code 116), a firm cannot have annual gross revenues of more than \$500K; while a firm manufacturing space vehicles (SIC Code 8731) cannot have more than 1000 employees.

Facts about qualifying as a small business or competing for a small business act:

—The Small Business Act allows the government to limit competition.

—It reserves or sets aside procurements when two or more small businesses are expected to submit independent proposals.

—It was initiated by Congress to insure that a fair proportion of the government's purchases went to small businesses.

—Small businesses have historically provided the most new jobs and nearly all new innovations and inventions for the United States.

—If a procurement is "set-aside", a firm matches its employee or revenue characteristics against the SIC Code/ Size Standard solicitation requirements to see if it can compete for that prime contract award.

Yes, it is possible to be both a large and a small business at the same time. Example: a water transportation firm with 100 employees and revenues of \$10 million a year operating both ferry services (500 employees) and tugboat services (\$5M) would be small for a ferry procurement and large for a tugboat one.

How does the government decide whether or not to set aside a procurement? Market research by the technical, contracting and SADBU communities leads the contracting officer to a conclusion regarding a set-aside possibility. Market research involves



(Courtesy photo)

Dr. Dusit Charern (left) is CEO for Quality Research, Huntsville, Ala. Charern received the Region IV Small Business of the Year award from the Small Business Administration. Christine Smith, a small business specialist for the command, is pictured with Charern.

reviewing trade journals, technical papers and periodicals; receiving capability briefings from firms interested in doing business with our command and the Program Executive Office for Air and Missile Defense, or PEO AMD; attending trade shows and fairs; participating in technical association activities and reviewing past contractual performances.

If there are two or more viable small business firms or teams expected to compete, the contracting office proposes a set-aside. Viability is the key. It is not realistic to expect any small business to be viable for a large program like Theater High Altitude Area Defense, but they have successfully competed for major information technology programs like the Command Information Management System and the Advanced Research Center.

If the right conditions do not appear to exist, the contracting officer will propose a "full and open" competitive strategy where any firm or team (large or small) can compete. The decision not to set-aside can be appealed by the Small Business Administration to the Secretary of the Army.

The SBA reviews all new procurements before the solicitation can be issued. If such an appeal is taken, the Department of the Army SADBU (acting for the Secretary) makes the final set-aside determination.

One of the roles of this office is to provide a liaison between the contracting office and the SBA to prevent disagreements and to provide independent advice to the Department of Army SADBU when a disagreement develops.

Although it appears, in this instance, that this command's SADBU serves two masters—our commander and the Department of Army SADBU—it is very rare for the two roles to conflict. After all, socioeconomic business goals are assigned to the SMDC commander, not to the C.O. or the SADBU.

The commanding general's small business set-aside goal for last fiscal year was \$154.8 million (12.9 percent of the total contract dollars obligated) and working together you helped him achieve \$259.3 million (21.6 percent).

That's an A+ on anyone's report card. His assignment for this fiscal year is lower at \$93.8 million (11.5 percent) because of projected decreases in total dollars available for obligation within the command and by the PEO AMD.

If you have questions about any aspect of the federal government's socioeconomic business programs, ask us. Your questions will be answered promptly and published in future articles, if appropriate. Since time is usually our most precious commodity when planning procurements, it pays to do it right the first time.

Call me or Christine Smith, (256) 955-3412, or Daryll Nottingham, (719) 554-8820 in Colorado Springs.

U.S. Space Command plans for computer network attack

...but keystrokes won't soon replace bullets and missiles, Myers says

by Paul Stone
American Forces Press Service

WASHINGTON — If Y2K was the first major battle of the information age — and by all accounts it was — then it may have given the world a glimpse into how war could be waged in the future.

Oh ... and by the way, the future has arrived.

The U.S. Space Command, which only last October took over responsibility for DoD's computer network defenses, will assume the flip-side attack mission beginning in October 2000. Air Force Gen. Richard Myers, commander in chief of the Space Command, said DoD is moving to make computer network attacks part of the military arsenal.

Although Space Command is still in the early stages of developing a concept of operations and implementation plans, the goal of information attacks will focus on denying, disrupting and degrading systems, Myers said.

"In the area of air defense, for instance," he said, "if you can degrade an air defense network of an adversary through manipulating ones and zeroes, that might be an elegant way to do it as opposed to dropping 2,000-pound bombs on radars."

Myers sees Space Command as a natural choice for further developing the emerging capability. However, he does not envision computer attacks being launched by Space Command headquarters in Colorado Springs, but rather by warfighters on the battlefield.

"This is an issue of bringing certain tools to the operational and tactical level," he said.

He said Space Command's mission will be to coordinate the "kinetic" weapons, such as bullets, and bombs. It'll provide commanders with "one more arrow in the quiver," he said.

Myers acknowledged that computer network attack has already been used "on a case-by-case basis." The Pentagon considered using the new warfare techniques in Kosovo last year, but, he said, opportunities were limited because Serbian military forces were not heavily dependent on information systems.

In addition, he pointed out that just as with warfare involving conventional weapons, DoD must analyze policy and legal implications and establish rules of engagement.

So-called dual-use targets and secondary and tertiary implications of computer network attacks are examples of legal and policy sticking points, Myers noted.

For instance, attacking a communications network may do more than shut down an adversary's air defense systems. What are the consequences when that network supports other needs having no direct impact on the conflict, he asked.

"We understand the effects of a 2,000-pound bomb. We know the laws of armed conflict, so we're much more comfortable in that realm," Myers said.

It'll be a while before DoD warfighters are as comfortable with computer network attacks, he predicted, and keystrokes won't soon replace bullets and missiles.

"We are on the cusp of this," he said. "A lot of the existing capability is very immature, has not been tested."

Commander of Army's 1st Space Battalion has the big picture

**Focused
Space
support**



Lt. Col. Tim Coffin, with Pikes Peak in the background.

Photo and story by Melva Tillar
Colorado Springs, Colo.

The commanding general said ‘make it happen’, and *voila!* The Army’s 1st Space Battalion was activated Dec. 15.

“This unit is an example of the type of organization that will enable the smaller, lighter, more agile fighting forces recently envisioned by Gen. Eric Shinseki, the Army chief of staff,” said Lt. Gen. John Costello, commanding general, U.S. Army Space and Missile Defense Command.

Prior to the formation of the battalion, the Army’s four Space Support Teams and five Joint Tactical Ground Stations worked under the Army Space Command operations staff, providing support to exercises and operations Armywide. Now, these key elements that bring space support to the warfighter are brought under the operational control of a commander focused on providing immediate space support, according to Lt. Col. Tim Coffin, the new battalion’s first commander.

“Our goal is to continue to normalize space operations in the Army. The new structure will make the chain of command much cleaner, while providing the flexibility we need to meet the space challenges of the new millennium,” Coffin said. “We structured this battalion so it would retain a great deal of flexibility to respond and grow quickly.”

He said the battalion provides Army units both the tools and the knowledge to take full advantage of the nation’s tremendous on-orbit capabilities.

“The highly mobile teams and detachments tailor their capabilities and products to maximize responsiveness to soldiers,” Coffin said. He said a

highly mobile technology team will work closely with commercial firms and the command’s Battle Lab to rapidly adapt the latest space technologies for use by the soldier.

“This will help determine if there can be space-based solutions to battlefield problems,” Coffin said.

Coffin has a diverse background, including Special Operations, Corps, Unified Commands, and the Joint Staff.

“In the positions I held at the U.S. Space Command, I gained a depth of space knowledge across the full range of space operations in the military, civilian and commercial space sectors,” Coffin said.

“Lt. Col. Coffin blends an exceptionally broad background in space operations with a natural talent for leadership,” said Col. Michael McKeeman, deputy commander of the Army Space Command. “His ability to focus on the battalion’s mission, while serving the battalion soldiers and families, makes him uniquely qualified to command and lead the Army’s first space battalion.

Coffin recently completed three years on the U.S. Space Command staff. During his first year there, he was a combined intelligence watch commander in Cheyenne Mountain. His last two years were spent working as the deputy director of an action group for the command-in-chief—a select group of officers and NCOs who directly support the CINC in activities ranging from congressional testimony, to speeches and briefings to U.S. and international audiences.

“Because of my Quartermaster background, I assumed duties as the

deputy chief of staff for logistics when I was assigned to Army Space Command [Aug. 1999],” Coffin said.

“During the last few weeks, I transitioned those duties back into the capable hands of my deputy, Kay Platter, so I could concentrate on the battalion activation and organizations” (See related article on page 8.)

Platter said many new commanders would require extensive briefings. “But, he brings this knowledge to the job,” she said. “[And,] he is well versed on the subject of contract logistics support, a concept the new battalion will use liberally.”

Coffin has ideas about where Army Space needs to concentrate to stay on track.

“In many ways, Army Space is admired by our counterparts in the Air Force and Navy. We have the reputation of being able to do a tremendous amount with an extremely small organization. In that respect, we are right on track,” Coffin said.

“I told the members of the new space battalion that we have a great heritage of innovation behind us. But don’t get confused—it’s not a pillow to rest on. It’s a foundation to build on,” he said.

The Army Space Command in Colorado Springs, Colo., is a major subordinate element of the U.S. Army Space and Missile Defense Command. Along with the 1st Space Battalion, ARSPACE is home to the 1st Satellite Control Battalion, with Lt. Col. Carole Best, battalion commander.

(Some quotes were extracted from a late-December article by Army News Service.)



ARSPACE

Standing tall and looking good...

Army 1st Space Battalion stands tall



Members of the Army's 1st Space Battalion stand tall in front of the Garrison flag during Dec. 15 ceremonies activating their new battalion. The 115 s skills from engineering (topography), signal, air defense, maintenance and repair, and administration. Lt. Col. Tim Coffin is the commander; Maj. So Gizzi, operations; and Command Sgt. Maj. Samuel Watkins is the new battalion's first senior enlisted adviser.

ood up in December



(Photos by Angela Gatti)

soldiers in the battalion bring talent and
cott Wilder, executive officer; Maj. Lee



Lt. Col. Tim Coffin (left) receives the 1st Space Battalion's colors from Col. Mike McKeeman, ARSPACE deputy commander, during activation ceremonies Dec. 15, 1999.



Col. Mike McKeeman (left), deputy commander of the Army Space Command, and Lt. Col. Tim Coffin unfurl the 1st Space Battalion colors for the first time.

Commentary

by Tom Morlan
Space Studies Graduate
University of North Dakota

(Morlan is a lieutenant in the Air Force Reserve, working in a space-related assignment in the Air Force. He also does consulting work for NASA. Opinions expressed in this commentary represent the individual only, and do not necessarily reflect the opinion or policy of the University of North Dakota, NASA, or the U.S. Air Force.)

Establishing a Space battalion is a smart move for the U.S. Army and for our country's armed forces.

Some may be concerned about the creation of such an institution, given the many issues regarding weapons in space, space warfare, Star Wars, etc. A Space battalion is not soldiers on the moon or sentries patrolling in Low Earth Orbit. Instead, it is a focused, organizational approach to how the U.S. military applies space-derived information during warfare and military operations other than war.

A Space battalion in the Army will help bring focus to its sister services, in my opinion. The Air Force, without question the predominant space force in the military, is tasked with four missions: Space Control, Force Application, Force Enhancement, and Space Support. For its part, the Air Force can now better pursue these missions for the Army, Navy, and its own airmen by ensuring that the services will have space derived information when, where, and how they need it. This function is a more traditional role for the Air Force, given that it is used to providing Air Mobility, Close Air Support, and Battlefield preparation for our armed forces.

The Navy, for its part, can now focus the use of its space assets and personnel off of this model. Space Marines may likely learn a great deal from the Army battalion, and the Navy will seek to provide space access and support to its Marines like the Air Force does to the Army.

In short, the establishment of a Space battalion is unique, necessary, and timely. It is time for the U.S. military to work through the organizational ties of how space units will function on a battlefield, on open shores, and in the skies. It is a means to an end-organizing space to better organize, equip, train, and protect our conventional forces. That is something, I believe, everyone would welcome for their military.

Imagine such imagery

Satellite technology distinguishes land mines, tank decoys, chemicals...even different types of camouflage

by Ed White
Colorado Springs, Colo.

Hyper-spectral imagery has the ability to distinguish between different soil types, tree types, metal or plastic, and even different paint types based on the item’s signature.

“There are many things that

affect the sensor’s ability to accurately distinguish objects,” said Sgt. Nathaniel Rogers, III Corps Army Regional Space Support Team. Rogers is a former graduate of Hyper-spectral Imaging classes in Boulder, Colo.

“Whether it’s land mines, tank decoys, hazardous chemicals or different types of camouflage, hyper-spectral imagery can see it and tell us where it is, with a trained analyst and some computer processing.”

Perched on the leading edge of technological developments in order to support warfighter requirements from space, the Army Space Command is leaning way ahead in the foxhole by sending more soldiers to the hyper-spectral imaging classes. Four recent graduates are Staff Sgts. Douglas Bram, Bob Hallam, and

Jeremy Sandberg; and Sgt. Anthony Simas.

Rogers said he was trained as a terrain analyst, and that remote sensing is a big part of [that]. “It’s amazing how much can be done with hyper-spectral imagery, and this technology is growing like a wild fire,” he added.

The whole field of satellite imaging and using those images is a part of the field called remote sensing. Since the advent of the airplane, remote sensing platforms have evolved from aerial photography and photo interpretation to using satellites to image the earth.

Satellites make the images and send them electronically back to earth. Multi-spectral imagery works by breaking the digital imagery into seven bands of the

electro-magnetic spectrum and combining those bands to determine different things about the piece of ground that has been imaged.

Rogers explained that, “hyper-spectral imagery is imagery in which the electro-magnetic spectrum is broken down into as many as 296 bands. This is just like multi-spectral imagery but the spectrum is cut into many more slices rather than just seven.”

He added, “Pretty much everything has a signature. And we can identify things by the signature, depending on the size of the object.”

“There are no Hyper-spectral imagery satellites up now, but within the next two years there should be,” Rogers said, adding that this will give the warfighter an extreme advantage—knowledge.

Platter worked her way up the ladder, earning respect and leadership traits

Photo and story by Melva Tillar
Colorado Springs, Colo.

Kay Platter said she’s boring.

“Kay Platter is an outstanding logistician and supervisor,” said William McQueen of his boss, who is the acting chief of Logistics, at the Army Space Command.

“She ‘speaks’ Army, and is an expert in the full spectrum of logistics support. She’s the wife of a retired NCO and the mother of two sons who served on active duty,” McQueen continues. “Kay worked her way through the civilian ranks, not unlike active duty soldiers. That’s why she has a special affinity towards enlisted soldiers. Her abiding principle is respect and affection for soldiers and their families, which is evidenced in her approach to soldier support.”

This sounds more like the characteristics of a good leader. Read on.

Platter started as a supply clerk in Mannheim, Germany, with her next move to that of a general supply specialist at the U.S. Army Information Systems Command, Fort Huachuca, Ariz. She came to Army Space Command in 1990, as chief of supply and transportation.

“With all the talented folks [in logistics], being the acting G4 is easy,” Platter said. “They know what their jobs are and they move out to make things happen. All I have to do is consolidate their actions and report status to management.”

“Kay is a totally selfless individual, whose only mission is taking care of ARSPACE soldiers,” said Steve Amacher, about his friend and leader for many years. “She makes decisions based on what will help the soldier and is never motivated by personal ambition. Her positive attitude and wealth of knowledge make her an invaluable asset to the command.”

He added, “Kay possesses an incredible sense of humor and claims she brings nothing special to the table. She believes in hard work, but also believes laughter and fun are needed ingredients for keeping her people motivated and in high spirits.”

Platter is excited about the next five years for logistics. “We expect to field several major new systems and modifications in the next few years,” she says. “Seeing the result of years of work come to

fruition will be very rewarding.”

Take the command’s scheduled movement to a new building in a few years. The G4 will play a large role, since the furnishings are all part of the construction contract. In addition, G4 will be instrumental in scheduling and coordinating the movement from the old building to the new. Once that is accomplished, the G4 will transfer the remaining furniture to other Army units on Fort Carson.

Key to her success?

“During my 25 years in civil service, I can honestly say I have never felt that I was treated any differently simply because I was a female,” she explains. “However, I have felt that I was treated differently because I was a civilian.

“I think many times military members assume civilians do not or cannot understand a military issue, so we are excluded from the process,” she continues. “Unsurprisingly, most of us have either had prior active duty experience or have been involved with the military over the years. This allows us to bring valuable thoughts and ideas to the table to complement the military strategies,” Platter said.

“Kay Platter is an outstanding logistician and supervisor,” said William McQueen of his boss, who is the acting chief of Logistics, at the Army Space Command.”

Army Space Command formally recognized Platter’s many contributions to the mission in August 1996 when she received the command’s prestigious Warrior Award. The award citation read, “[Ms Platter] epitomizes the tenacious professionalism, the sustained superior service and the warrior spirit needed to accomplish ARSPACE’s mission of providing space support to the warfighter.”

Many good leaders come from the school of hard knocks and Platter is no exception. “In my previous jobs there was never money to spend on training,”



Kay Platter

she explains. “So I had to learn by digging in and doing whatever needed to be done,” she said. “Sure, I made mistakes along the way. But you can always correct mistakes.”

Building a career, whether it be active duty or federal civilian, requires sacrifices and, in some cases, hardships. Platter knows this and has had her share of both. Being a military family is a special challenge. Platter’s husband of 35 years was an active duty soldier for 21 years, during which time they traveled extensively, including over two years in Iran.

“Not only did I have to put my career on hold, but during the periods of unaccompanied tours and TDYs, I was left behind to raise two sons and keep the home fires burning,” Platter said.

“I would do it all again if I had the chance,” she quickly added. “When my husband retired, the tables turned. He stayed home while I traveled. He said, ‘You supported me throughout my career, now I will support you in yours,’ and supported me he has!” she said.

What keeps her going? “All the great people I get to work with, the challenges of breaking new ground, and making magic happen are what I like most about Army Space Command,” she said without hesitation.

Kay Platter is many things, but boring isn’t one of them.

Leiby shares language skills with Japanese military students

by Sgt. Melinda Kennedy
US Army Japan

Soldiers from United States Army Japan welcomed the opportunity to help Japanese service members work on their English speaking abilities in a weeklong exchange at Camp Kodaira last October.

The Japanese [military] students will take part in a Peace Keeping Operation in Golan Heights, Egypt, next month.

“My students tried very hard to learn English and they were not afraid to practice, both on and off duty,” said Staff Sgt. Mike Leiby, maintenance noncommissioned officer, 1st Satellite Control Battalion. “I think having a native English speaker there gave them some additional enthusiasm to try harder.”

Morning classes began with conversation where students and instructors asked each other questions. The daily classes were structured to cover a variety of subjects. A class on radio communications gave the students an opportunity to test their speaking abilities, as did the class on challenge and password.

“Everyone made progress...some more than others,” said 2nd Lt. Adrienna Brown, of the 17th Area Support Group. “Almost all of them had some command of the English language, but just needed practice speaking to native English speakers.”

Leiby added, “The best part for me was the way the Japanese soldiers took us in, kind of like one of their own. There was no feeling of ‘us and them’. It really helped the training experience, for both sides.”

The U.S. Army Japan conducts the cultural language exchange program for several reasons, according to

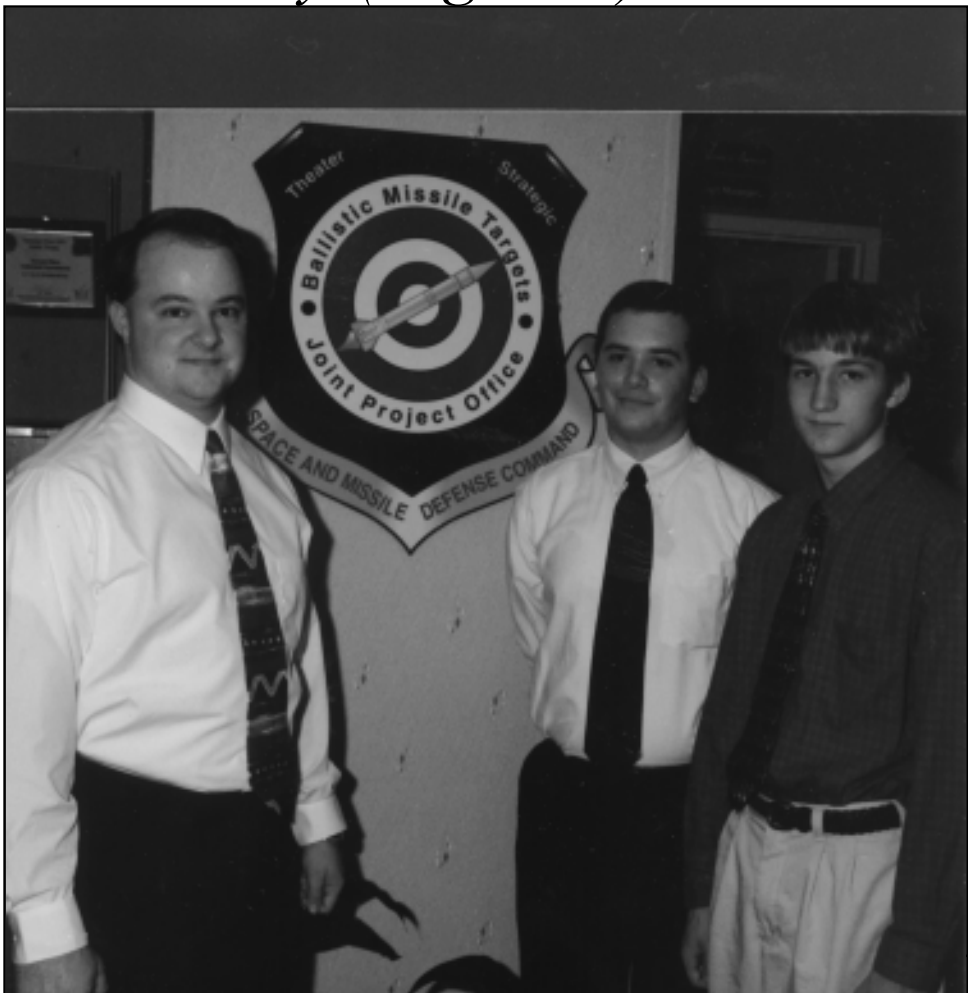
Maj. Brian Rogers. He said the program enhances the bilateral understanding and cooperation between American Japanese military forces. According to Rogers, American noncommissioned officers, officers, and civilians assist the Japanese with their English communication skills, specifically military terminology.



(Courtesy photo)

Staff Sgt. Mike Leiby (front row, center) is pictured with some of his students. Leiby is a maintenance NCO in E Company, 1st Satellite Control Battalion, Camp Buckner, Japan. Fluent in Japanese, he participated as an instructor in a program to help Japanese military forces sharpen their English-speaking skills.

Me and my (engineer) shadows



(Photo by Steve Gover)

Pictured with Jeff Compton (left) is Brandon Rowell and Wesley Skinner of West Point, Ala. The future aerospace engineers took the opportunity to observe day-to-day operations in the command's Ballistic Missile Targets Joint Project Office, as participants in their high school's job shadowing program.

Marines' remains repatriated

Remains believed to be from a group of 18 U.S. Marines killed in action on Butaritari Island during World War II's Makin Atoll Raid in August, 1942, were repatriated at a ceremony on Hickam Air Force Base, Dec. 17.

The Marines were from the famous 2nd Raider Battalion, and the remains are believed to include those of Sgt. Clyde Thomason, the first enlisted Marine awarded the Medal of Honor during World War II. The medal was presented posthumously for his actions on Butaritari. The U.S. Army Central Identification Laboratory Hawaii led the recovery effort.

Personally led by one of the founders of the Raiders, then-Maj. Evans Carlson, two companies of Marine Raiders battled the Japanese force holding Butaritari, leaving at least 83 of the enemy dead and destroying two sea-planes.

While the remains are believed to be those of the Marines killed in action on Butaritari, positive identification can take up to a year to complete.

(A DefenseLink release.)

Pay accounts online soon

The Defense Finance and Accounting Service begins offering a new service next month called Employee and Member Self Service, or E/MSS. This service allows Department of Defense customers to update certain pay information by using a personal computer to access the pay system via the Internet, or by using a touchtone telephone via an interactive voice response system.

Learn more about E/MSS by accessing the Internet site, www.dfas.mil/emss/, for general information, answers to frequently asked questions, and a news release. The command's deputy chief of staff for resource management will provide ongoing information as the service becomes available.

Job vacancies

U.S. Army Kwajalein Atoll in the Marshall Islands has the following vacancies. These vacancies have either already been announced or will be announced in the near future on the web at www.cpol.army.mil. Positions will be filled with current permanent federal employees or reinstatement eligibles. These positions are for two years and require overseas physical and security clearance:

GS 801-14 **Supervisory General Engineer**, announcement #00C00448ABR, closing date is Jan. 31; GS 1670-12 **Equipment Specialist** (General), GS 1173-12 **Housing Manager**, must be referred through Department of Army ACCES.

Call Paula Brumlow, (256) 955-3301, for additional information.

Thrift Savings changes

More investment funds to choose from and daily transaction processing are among the major changes coming May 1, to the federal employees' www.tsp.gov/ Thrift Savings Plan.

The Federal Retirement Thrift Investment Board that manages the government's 401(k) for civilian employees will transfer all existing accounts to a new system in April. The system will convert dollar amounts to shares and offer investors two new investment options in addition to the three existing funds.

The new International Stock Index Investment I Fund will be invested in the Barclays Europe, Australasia and Far East stock index. The index consists of stocks of companies in 20 countries representing 45 percent of the value of the world stock markets.

The Small Capitalization Stock Index International S Fund will be invested in a Wilshire 4500 index fund. The index represents approximately 23 percent of the market value of the U.S. stock market. It consists of stock actively traded in American stock markets except those in the Standard and Poor's 500 index.

The I Fund is expected to be the most volatile of TSP's five in the short run, followed by the S Fund. Third is the current C Fund, a Barclays Equity Index Fund that tracks the S&P 500. The C, I and S funds potentially can yield higher returns than the safer but generally lower yielding F bond fund and G government securities fund.

Currently, changes investors make to their accounts take effect the following month. Under the new system, transactions will be processed each business day, giving investors more flexibility in managing their accounts. They also won't have to wait for a semiannual open season to change the amount deducted from their pay for Thrift Savings Plan investment. Instead, they will be able to allocate future contributions at any time using the ThriftLine [(504) 255-8777] or the web, or by submitting a Form TSP-50 directly to their Thrift Savings Plan.

Open seasons will change. New periods will be April 15-June 30 and Sept. 30-Dec. 31. Currently

they are May 15-July 31 and Nov. 15-Jan. 31. Enrollees will receive quarterly rather than biannual statements for the periods ending March 31, June 30, Sept. 30 and Dec. 31.

Loan and withdrawal transactions also will change. Quarterly statements will include loan balance information. Employees with unpaid loans will be able to reamortize them more than once and repay part of the loan ahead of schedule at any time, rather than just once and for the full amount.

Included among new withdrawal options: Employees can make a one-time partial withdrawal if they haven't taken an age-based, in-service withdrawal. They can use any combination of single payments, monthly payments or a life annuity to withdraw the total account balance.

All key transactions will be available on the web site. There, employees will be able to allocate future contributions, check a loan status, obtain a loan prepayment amount and begin or, where spousal approval isn't required, complete loan and withdrawal requests and reamortize loans.

More information about the changes was published in the November 1999 issues of *Highlights*, available at the website.

(Douglas J. Gillert, American Forces Press Service)

Travel reminder

Do you need a pre-travel briefing before going overseas on personal time? Yes, yes and yes. DoD civilians are required to do so. More to the point, few terrorists are known to have said, "ladies and gentlemen, this is a hijacking. Those on vacation please exit to the right."

Contact your briefing officer 30 days before departure.

Some soldiers may be diverted

In response to new manning priorities established by the Army Chief of Staff, the U.S. Total Army Personnel Command Enlisted Personnel Management Division has begun identifying soldiers currently on assignment instructions for possible diversion to higher priority units.

Soldiers on assignment instructions for overseas commands or priority one assignments such as drill sergeants, instructors, or recruiters will not be diverted.

Soldiers having report dates to their gaining command of Feb. 1, 2000, or later and identified for diversion will have their original orders deleted by PERSCOM and issued new assignment instructions. In some cases, soldiers may be diverted (pinpointed) to a division/armored cavalry regiment on the same installation specified in their original assignment instructions.

Soldiers who have reenlisted for an assignment to a specific installation will continue to be assigned to an installation for which they reenlisted, but may receive a pinpoint diversion to a specific division/ACR on that installation.

Personnel leaders at all levels are available to answer individual soldier questions regarding new or amended assignment instructions. PERSGRAMS reflecting new assignments will be sent to diverted soldiers, but soldiers needing additional information about their assignment can call PERSCOM, 1-800-394-3763.

(U.S. Total Army Personnel Command news release.)

Service members returned for burial

The remains of 15 American servicemen previously unaccounted-for from the Vietnam war have been identified and were returned to their families for burial in the United States.

Navy Capt. Norman E. **Eidsmoe**, Rapid City, S.D.
Navy Lt. Cmdr. Michael E. **Dunn**, Naperville, Ill.

Army Capt. David **May**, Hyattsville, Md.

Army Chief Warrant Officer Jon E. **Reid**, Phoenix, Ariz.

Army Staff Sgt. Tim L. **Walters**, South Bend, Ind.

Army 1st Lt. James R. **McQuade**, Hoquiam, Wash.

Army Spc. James E. **Hackett**, Bradenton, Fla.

Air Force Col. George W. **Jensen**, Seattle, Wash.

Air Force Col. Marshall L. **Tapp**, Los Angeles, Calif.

Air Force Col. Lavern G. **Reilly**, St. Paul, Minn.

Air Force Col. Robert M. **Elliot**, Springfield, Mass.

Air Force Maj. George W. **Thompson**, Beckley, W.Va.

Air Force Chief Master Sgt. James A. **Preston**, Bowden, Ga.

Air Force Chief Master Sgt. James E. **Williams**, Oxford, Miss.

Air Force Chief Master Sgt. William L. **Madison**, Lexington, Ky.

Air Force Senior Master Sgt. Kenneth D.

McKenney, Auburn, Mass.

With this account, 2,031 service members are missing in action from the Vietnam War. Another 552 have been identified and returned to their families since the end of the war. Analysis of the remains and other evidence by the U.S. Army Central Identification Laboratory Hawaii confirmed the identification of these servicemen.

The U.S. government welcomes and appreciates the cooperation of the governments of the Socialist Republic of Vietnam and the Lao People's Democratic Republic that resulted in the accounting of these servicemen. We hope that such cooperation will bring increased results in the future. Achieving the fullest possible accounting for these Americans is of the highest national priority.

(Compiled from Defense News press releases.)

E-Business is here

Traditional business boundaries are eliminated in the brave new world of E-Business. The 21st Century Commerce EXPO 2000 showcases almost every aspect of the E-Business community, both government and industry. The Association for Enterprise Integration will host the expo Oct. 23-26, in Albuquerque, N.M. Plan to join international business leaders from government and industry from all corners of the world. Contact Shirley Goodman, sgoodman@afei.org.

2000 basic allowance for housing rates listed

Basic Allowance for Housing rates for 2000 can be found at www.perdiem.osd.mil/fy2000.pdf.

DoD compensation officials said their Web site that provides the capability to search BAH rates by entering a zip code will be updated with the new rates next month. This site is at www.dtic.mil/perdiem/bahform.html.

(Armed Forces Press Service)

Army's internal web site offers e-mail, information

The U.S. Army became the first service to stand up an internal web site available to the entire service community.

"Army Knowledge Online," www.us.army.mil is the Army's global Intranet, and offers active-duty and reserve soldiers, Department of the Army civilians, retirees and other authorized users a secure environment to communicate and access a warehouse of military-related information, said Maj. Kristina Van Nederveen, AKO project leader.

No other service offers a global Intranet at this time, according to Van Nederveen, and AKO looks and acts like other commercial portals, offering chat room capabilities, free email accounts and the ability to personalize the homepage.

Around the Army

“We looked at what they were doing in the private sector, to see what type of features people want, and we incorporated them into our portal,” she said.

Email accounts with AKO can be checked from any web browser, allowing Army personnel to easily access email while on temporary duty, while moving or even after retiring, Van Nederveen said.

“You can have the same email account for your entire military or civil service career,” she said.

The portal’s search engine only searches web sites with the military domain, (.mil), for information, cutting down the number of unrelated hits that often result from an Internet search.

“This is the most powerful search engine online for Army content,” said Maj. Charles A. Wells, AKO program manager.

AKO also offers a people search that currently allows users to locate other AKO users and will ultimately be linked to the U.S. Army Total Personnel Command’s Total Army Personnel Database and a similar database for Army civilians to act as an Armywide locator. Newsgroups, Army news updates and important messages from the Secretary of the Army and the Chief of Staff are also one click away on the site, providing the Army community with quick access to important and relevant information.

“The web site is helping people get their job done,” Van Nederveen said. “There is the potential to cut down on the amount of TDY people have to do and time people work on a project, because they can work on the same document or briefing together online.”

“Once the word spreads to the soldiers out in the field, AKO will be as popular in the Army as other commercial web sites are in the private sector,” she said. “[We] hope that as more soldiers and others in the Army community begin to use the site, they will provide feedback so the portal can continue to improve.”

(Ali Bettencourt, Army News Service)

Military strength down 15K in one year

The total numerical strength of the Armed Forces on Nov. 30, 1999, was 1,374,746. This is a decrease of 3,007 from Oct. 31, 1999, and a decrease of 14,812 from Nov. 30, 1998.

These figures represent full-time military personnel comprising both regular and reserves on active duty and officer candidates, including cadets at the three military academies. Excluded from these figures are approximately 65,000 full-time military personnel who are paid from other than active duty military personnel appropriations. This group is funded from appropriations for reserve components and Corps of Engineers civil functions. A comparable figure for fiscal 1999 was also 65,000 military personnel.

The active duty personnel strength data provided does not include Selected Reserve strength ordered to active duty by the President under Title 10, United States Code 12304.

(Summarized by the Department of Defense)

13th Test Technology Symposium

New and emerging testing technologies from across DoD’s Major Range and Test Facility Base will be featured at the 13th annual Test Technology Symposium, hosted by the U. S. Army’s Developmental Test Command. The conference is April 11-13 at the Turf Valley Resort and Conference Center, Ellicott City, Md.

John Gehrig, DoD’s deputy for resources and ranges, will introduce the top test commanders from the Army, Navy and Air Force, as keynote speakers. The symposium theme is “Test Technology for DT/OT Integration”.

These symposia create liaisons between testers across the country and with testers within the international test community. Sharing the best and finest emerging testing methods is a worthwhile objective, and benefits all who perform the military testing mission. Learn more about TTS 2000 and register electronically by visiting the U.S. Army Developmental Command web site at www.dtc.army.mil and select “Coming Events”, or call John Schnell, (410) 278-1478.

Is it FAIR?

A list of Army functions deemed “commercial” in nature, and thus possibly susceptible to outsourcing, was released to the public earlier this month.

The Federal Activities Inventory Reform list, originally expected to be released last November, was made available Dec. 30 by the Office of Management and Budget. OMB released the FAIR list for 21 federal agencies, including the Army.

Under the FAIR Act of 1998, each federal agency was required annually to make available to the public a list of functions judged to be “not inherently governmental” and as such possibly able to be performed by contractors. This was the first such list compiled, officials said.

The list can be viewed on the FAIRNET web site, www.gravity.lmi.org/dodfair. In addition, officials said more information about the Army’s FAIR List is available at another website, www.asamra.army.pentagon.mil/FAIR. And a DoD hotline number for more FAIR Act information is (703) 917-7431.

The Army’s FAIR list contains functions now performed by more than 221,000 civilian employees, officials said, adding that just because a job is “not inherently governmental” does not mean that it would be in the “best interest” of the Army to contract it out. In fact, about 80,000 of the jobs on the list are exempt from cost comparison requirements or outsourcing because many of the functions are considered by the Army to be core capabilities.

The Army has already contracted out a significant portion of its functions, with approximately 269,000 contractor employees performing functions for the Army.

The announcement of the FAIR list in the Federal Register opened a 30-day public challenge period, officials said. Under Section 3 of the FAIR Act, the

decision to include or exclude a particular activity from the DoD inventory is subject to challenge and possible appeal. With the publishing of the list, an interested party may submit a written challenge within 30 calendar days. This public challenge period ends Jan. 31.

(Army News Service)

Deputy SecDef Hamre departs

Deputy Secretary of Defense John Hamre will become president and chief executive officer of the Center for Strategic and International Studies, in late March.

Cohen also announced his recommendation that the President nominate Rudy de Leon to replace Hamre as deputy secretary of Defense. De Leon currently serves as under secretary of defense for personnel and readiness.

Biographies for Hamre and de Leon are available on line at www.defenselink.mil/bios/depsecdef_bio.html and www.dticaw.dtic.mil/prhome/usdbio.html, respectively.

In Memory



Mr. Tom Bair

(from Col. Garth Bloxham
Deputy Chief of Staff, Resource Management)

It is with both personal and professional loss that I tell you that Mr. Tom Bair, my deputy, died Jan. 15, from a heart attack. While many of us know that Tom suffered from health problems, his death at the young age of 55 is a tremendous shock both to his family and to us at work. His memorial service was held Jan. 17, in Huntsville, Ala., and was attended by many. I personally know the family was touched by your show of concern and love. Flowers were provided at the service on behalf of friends at SMDC. Those who would like to make a contribution may do so by contacting Carolyn Meadows, (256) 955-3100. After the flowers are covered, all collections will be given to the American Heart Association in Tom’s name. Thank you.



Hail & Farewell ...

WelcomeCommand Sgt. Maj. **Wilbur Adams**. Farewell to **Joe Stegmaier**, who transferred to Patriot.

Promotions ...

Lt. Col. **John Ramey** on promotion list for Colonel.

Retirement ...

Command Sgt. Maj. **Frank Mantia**; civilians **Maggie Dilworth**, **William Edwards**, **Lois DeShazo**, **Marilyn Fratangelo**, **Bob Teetz**, **Lorraine Cooper**, and **Dr. Bill Jones**.

Year 2000 hits Kwajalein



(Hourglass photos)

Kwaj residents Kelly Anderson and Jim Peay kiss at the stroke of midnight. Kwajalein was the first Amry installation to roll over for the Y2K concerns and the leadership there was happy to report immediately that “everything” was good to go.



(Above) Paul King counts down the last remaining seconds of 1999.

(Photo at right) Kwajalein residents celebrate the beginning of a new year and a new century.

